



## MEMO

**TO : EXECUTIVE MAYOR**

**FROM : MUNICIPAL MANAGER**

**DATE : 05 JUNE 2019**

**RE : APPROVAL OF THE 2019/20 SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN**

Section 53 of the MFMA Act 56 of 2003 stipulates that the Executive Mayor/ Mayor should approve the SDBIP within 28 days after the approval of the Budget. The Executive Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made within 14 days after their approval

Council has approved the 2019/20 Integrated Development plan and 2019/20 Budget on the 30<sup>th</sup> May 2019 by way of council resolution number A221/2019 and A222/2019 respectively. This letter serves as a request for the approval of the 2019/20 Service Delivery Budget and Implementation Plan as per the legislative requirement.

Regards,



M.M. Maluleka  
Municipal Manager

Approval /Not Approved



S.M. Mataboge  
Executive Mayor

18/06/2019  
Date



# DRAFT 2019/2020 SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN

WATERBERG DISTRICT MUNICIPALITY



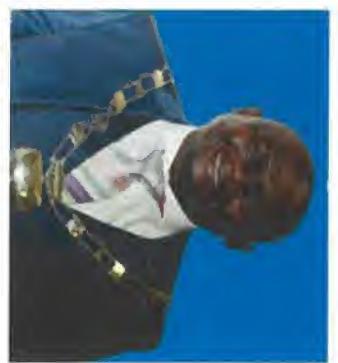
Waterberg  
District Municipality

*on the go for growth*

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## 1. FOREWORD BY THE EXECUTIVE MAYOR



Cllr S M Mataboge  
Executive Mayor

The Waterberg District is the undiscovered gem of South African treasures, a hash land of intense beauty and colour reflected in the environment and its people. Over three million years of history has created a unique area which challenges the farmer, the adventurer and the investor. Situated in the magnificent Waterberg Mountain Range of Limpopo, the Waterberg District is the ideal getaway where the weary traveler can relax and revel in the great natural beauty of the bushveld savannah and its rich wildlife heritage.

The Waterberg District takes an honour for being regarded as energy hub and eco-tourism of choice in Southern Africa. This is due to the commendable development of energy generation in the Waterberg District area estimated to last for over twenty years and the benefits for all the communities that stem from these two focus areas. This has considerable economic spin off due on infrastructure development and economic growth within the whole district area. The district is also proud to be eco-tourist destination of choice considering its natural beauty of its bushveld. Therefore it is imperative to mention that effective district wide planning ought to takes place and that cohesion amongst the district and local municipalities must take effect.

As means to pursue this district planning, it will therefore be significant ensure proper and coherent planning processes which begins with the development of the Integrated Development Plan (IDP), budget and Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is not an isolated document but an integral part of municipal planning as required by Municipal Finance Management Act (MFMA) to meet set standards. The SDBIP gives effect to the IDP. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

Approved by the Executive Mayor:



COUNCILLOR S.M MATABOGE

Date: 18/06/2019

## 2. INTRODUCTION

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the Executive Mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Executive Mayor, Councilors, Municipal Manager, Senior Managers and Community.”

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council. It enables the municipal manager to monitor the performance of senior managers, the Executive Mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the municipal manager and senior managers.

### 3. LEGISLATION

According to the Municipal Finance Act (MFMA) the definition of a SDBIP is:

'Service delivery and budget implementation plan' means a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- a) projections for each month of-
  - (i) revenue to be collected, by source; and
  - (ii) operational and capital expenditure, by vote;
- b) service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Executive Mayor should approve the SDBIP within 28 days after the approval of the budget. The Executive Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

Section 1 of the MFMA defines a "vote" as:

- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

#### 4. COMPONENTS

National Treasury directives are clear on the contents and methodology to derive at the SDBIP. As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and milestones to enable the SDBIP to serve as monitoring tool for service delivery. What gets measured, gets done, therefore it should be noted, that in order to improve on certain processes and co-operation within the municipality, process indicators have been developed for measurement purposes during 2018/19 financial year.

The Waterberg District Municipality has incorporated the following relevant components into their SDBIP, but has used the initiative to devise it as follows:

1. Monthly projections of Revenue by Source.
2. Monthly projections of Revenue and Expenditure by Vote.
3. Monthly projections of Capital Expenditure by Vote.
4. Quarterly projections of service delivery targets and performance indicators for each vote.
5. Capital Works Plan over three years.

In the development of Waterberg District Municipality's SDBIP cognizance was taken of the IDP Priorities, Objectives and Strategies as well as the back to basics contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Waterberg District Municipality is aligned to the Key Performance Areas (KPIAs) as prescribed by Regulations 805 of 2006 and the IDP Guidelines by COGTA for purposes of alignment to the Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.

The Institutional Indicators will form part of the Performance Agreements and Plans of the Municipal Manager and Managers directly accountable to the Municipal Manager. Indicators are assigned quarterly targets and responsibilities to monitor performance.

The SDBIP serves as a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager and Senior Managers in delivering services to the community. The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. Top Management is held accountable for the implementation of the consolidated projects and Key Performance Indicators.

## **5. VISION, MISSION AND VALUES**

In line with the National Development Plan, the strategic vision of the Waterberg District Municipality was revised during the strategic planning session. The Vision of Waterberg District Municipality is:

**“To be the best energy hub and ecotourism destination in Southern Africa”**

The strategic Missions speak about what the purpose of the Waterberg District Municipality is. The Mission is:

**“To invest in a constituency of talented human capital who are motivated and innovative to build a sustainable economy in the field of energy, minerals and eco-tourism for the benefit of all our communities”**

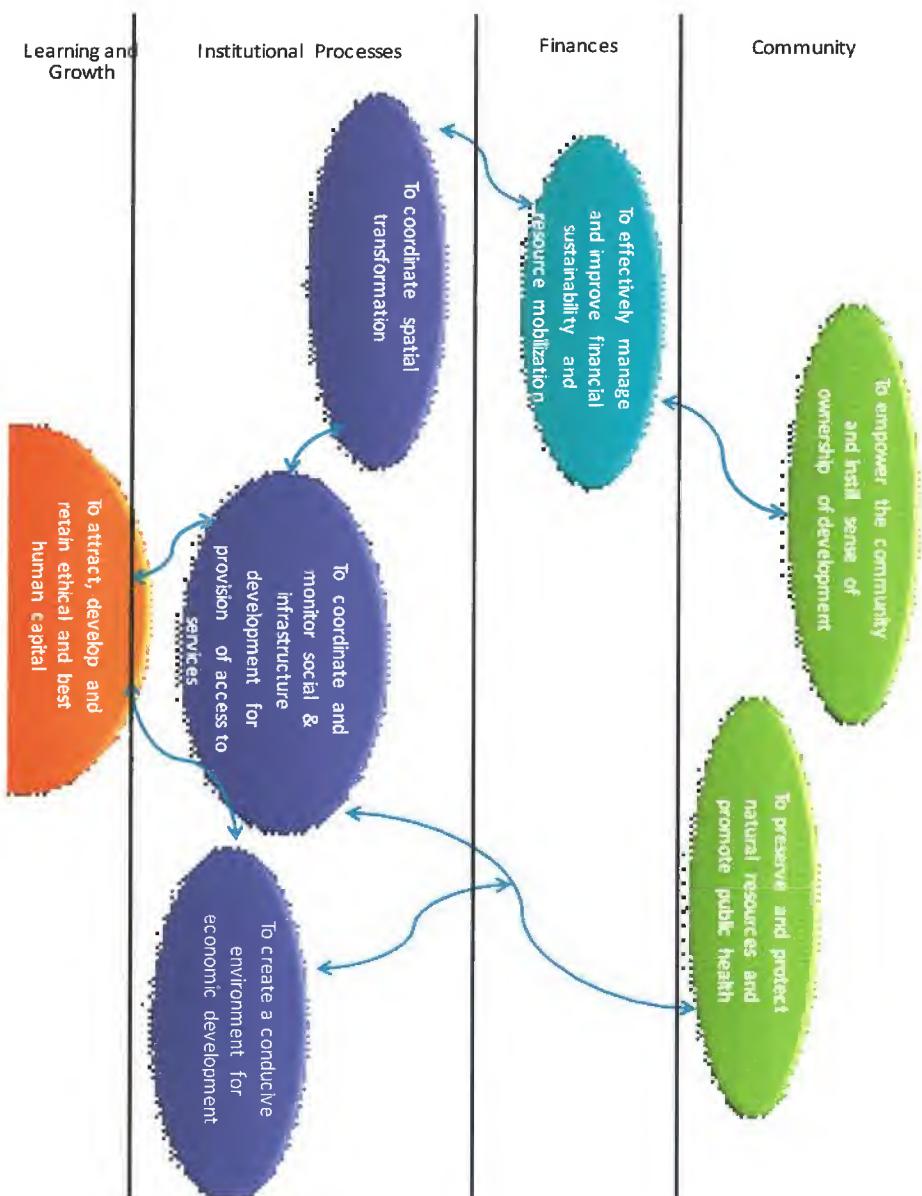
## 6. VALUES OF WATERBERG DISTRICT MUNICIPALITY

Values represent the core priorities of an organization's culture, including what drives employees and politicians within the municipality to achieve set strategies. The Values of Waterberg District Municipality are:

- ✓ Honesty
- ✓ Respect
- ✓ Fairness
- ✓ Integrity
- ✓ Accountability
- ✓ Accessibility
- ✓ Effectiveness
- ✓ Ubuntu

## 7. STRATEGIC OBJECTIVES MAP

The Strategy Map below depicts the Strategic Objectives on how the Waterberg District Municipality will be able to become the energy hub and eco-tourism destination in Southern Africa. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All operational outputs as contained within the SDBIP are aligned to the attainment of one or more of these objectives.



## 8. 2019-2021 STRATEGIC OBJECTIVE

NO.	KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE
1.	BASIC SERVICE DELIVERY	To coordinate and monitor social and infrastructure development for the provision and access to services.
2.	SPATIAL RATIONALE	To coordinate spatial transformation.
3.	FINANCIAL MANAGEMENT & VIABILITY	To effectively manage finances and resource mobilisation.
4.	LOCAL ECONOMIC DEVELOPMENT	To create a conducive environment for radical economic development.
5.	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To develop and implement integrated management & governance systems
6.	TRANSFORMATION & ORGANISATIONAL DEVELOPMENT	To attract, develop and retain ethical and best human capital

## 9. VOTES AND OPERATIONAL OBJECTIVES

<b>Votes and Operational objectives</b>	
Office of the Municipal Manager	To promote a culture of good corporate governance and accountability. To provide support to internal departments and local municipalities.
Budget and Treasury Office (Vote 002)	To effectively manage and improve financial sustainability. To reduce deviation, fruitless and wasteful, irregular and unauthorised expenditures. To ensure compliance to SCM, the MFMA and other pieces of legislation.
Corporate Support & Shared Services (Vote 003)	To provide training and development to officials and councillors. To give administrative to internal departments and legal advice to Council.
Planning and Development (Vote 004 and 020)	To promote the creation of decent and sustainable jobs. To promote and market WDM icons.
Infrastructure Development (Vote 005)	To co-ordinate and support the provision of basic services within the district. To promote maintenance and investment in infrastructure.
Office of the Executive Mayor(Vote 006)	To promote public participation in municipal affairs. To improve the quality of life of the vulnerable groups.
Social development and community services (Vote 007 and 009)	To promote environmentally sound practices and public health awareness.

## 10. MONTHLY REVENUE AND EXPENDITURE

### DC36 Waterberg - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Re f	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Novemb er	Decemb er	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue By Source</b>	-															
Property rates														-	-	-
Service charges - electricity revenue														-	-	-
Service charges - water revenue														-	-	-
Service charges - sanitation revenue														-	-	-
Service charges - refuse revenue														-	-	-
Rental of facilities and equipment														-	-	-
Interest earned - external investments	702	702	702	702	702	702	702	702	702	702	702	702	702	8,421	8,876	9,355
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	179	179	179	179	179	179	179	179	179	179	179	179	179	2,148	2,264	2,386
Transfers and subsidies	11,104	11,104	11,104	11,104	11,104	11,104	11,104	11,104	11,104	11,104	11,104	11,104	11,104	133,249	138,638	144,650
Other revenue	3	3	3	3	3	3	3	3	3	3	3	3	3	35	37	39
Gains on disposal of PPE contributions)	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	143,853	149,815	156,430
<b>Expenditure By Type</b>	-															
Employee related costs																

Remuneration of councillors	8,790	8,790	8,790	8,790	8,790	8,790	8,790	8,790	8,790	8,790	8,790	8,790	8,790	8,790	8,790	105,475	109,560	114,427
Debt impairment	742	742	742	742	742	742	742	742	742	742	742	742	742	742	742	8,898	9,047	9,295
Depreciation & asset impairment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance charges	559	559	559	559	559	559	559	559	559	559	559	559	559	559	559	6,707	6,968	7,242
Bulk purchases	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other materials	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contracted services	514	514	514	514	514	514	514	514	514	514	514	514	514	514	514	6,163	6,496	6,847
Transfers and subsidies	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure	3,224	3,224	3,224	3,224	3,224	3,224	3,224	3,224	3,224	3,224	3,224	3,224	3,224	3,224	3,224	38,692	37,616	39,118
Loss on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total Expenditure</b>	<b>13,828</b>	<b>165,935</b>	<b>169,787</b>	<b>176,929</b>														
<b>Surplus/(Deficit)</b>	<b>(1,840)</b>	<b>(22,081)</b>	<b>(19,972)</b>	<b>(20,499)</b>														
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial, Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(1,840)</b>	<b>(22,081)</b>	<b>(19,972)</b>	<b>(20,499)</b>														
Taxation	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>(1,840)</b>	<b>(22,081)</b>	<b>(19,972)</b>	<b>(20,499)</b>													

## 11. MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)

DC36 Waterberg - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Re f	Budget Year 2019/20										Medium Term Revenue and Expenditure Framework				
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year+1 2020/21	Budget Year+2 2021/22
<b>R thousand</b>																
<b>Revenue by Vote</b>																
Vote 1 - Executive & Council.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget & Treasury	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	139,446	145,251	151,523
Vote 4 - Planning & Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Public Safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Road Transport	188	188	188	188	188	188	188	188	188	188	188	188	188	2,259	2,300	2,521
Vote 8 - Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Abattoir	179	179	179	179	179	179	179	179	179	179	179	179	179	2,148	2,264	2,386
Vote 10 - Null	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Null	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Null	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Null	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Null	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Null	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>11,988</b>	<b>143,853</b>	<b>149,815</b>	<b>156,430</b>
<b>Expenditure by Vote to be appropriated</b>																
Vote 1 - Executive & Council.	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	37,658	37,924	39,143
Vote 2 - Corporate Services	1,811	1,811	1,811	1,811	1,811	1,811	1,811	1,811	1,811	1,811	1,811	1,811	1,811	21,734	22,864	24,063
Vote 3 - Budget & Treasury	1,764	1,764	1,764	1,764	1,764	1,764	1,764	1,764	1,764	1,764	1,764	1,764	1,764	21,164	22,048	22,941
Vote 4 - Planning & Development	553	553	553	553	553	553	553	553	553	553	553	553	553	6,635	7,041	7,472
Vote 5 - Community Services	278	278	278	278	278	278	278	278	278	278	278	278	278			

Vote 6 - Public Safety	2,961	2,961	2,961	2,961	2,961	2,961	2,961	2,961	2,961	3,334	3,537	3,753
Vote 7 - Road Transport	655	655	655	655	655	655	655	655	655	35,527	36,430	38,006
Vote 8 - Health	1,870	1,870	1,870	1,870	1,870	1,870	1,870	1,870	1,870	7,858	8,224	8,790
Vote 9 - Abattoir	798	798	798	798	798	798	798	798	798	22,444	23,308	24,025
Vote 10 - Null	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Null	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Null	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Null	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Null	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Null	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	<b>13,828</b>	<b>165,935</b>	<b>169,787</b>	<b>176,929</b>								
<b>Surplus/(Deficit) before assoc.</b>	<b>(1,840)</b>	<b>(22,081)</b>	<b>(19,972)</b>	<b>(20,499)</b>								
Taxation										-	-	-
Attributable to minorities										-	-	-
Share of surplus/(deficit) of										-	-	-
associate										-	-	-
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>(1,840)</b>	<b>(22,081)</b>	<b>(19,972)</b>	<b>(20,499)</b>							

## 12. BUDGETED MONTHLY REVENUE AND EXPENDITURE (STANDARD CLASSIFICATION)

DC36 Waterberg - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Re	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>																
<b>Revenue - Functional</b>																
<b>Governance and administration</b>	-															
Executive and council	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	139,446	145,251	151,523
Finance and administration	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	11,621	139,446	145,251	151,523
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Community and public safety</b>																
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	188	188	188	188	188	188	188	188	188	188	188	188	188	2,259	2,300	2,521
Planning and development	188	188	188	188	188	188	188	188	188	188	188	188	188	2,259	2,300	2,521
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>																
Energy sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other</b>	179	179	179	179	179	179	179	179	179	179	179	179	179	2,148	2,264	2,386
<b>Total Revenue - Functional</b>	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	11,988	143,853	149,815	156,430
<b>Expenditure - Functional</b>																
<b>Governance and administration</b>	-															
Executive and council	6,713	6,713	6,713	6,713	6,713	6,713	6,713	6,713	6,713	6,713	6,713	6,713	6,713	80,556	82,836	86,147
Finance and administration	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	37,658	37,924	39,143

<b>Internal audit</b>	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	42,898	44,913	47,004
<b>Community and public safety</b>													
Community and social services	<b>5,109</b>	<b>61,306</b>	<b>63,275</b>	<b>65,784</b>									
Sport and recreation	278	278	278	278	278	278	278	278	278	278	3,334	3,537	3,753
Public safety	2,961	2,961	2,961	2,961	2,961	2,961	2,961	2,961	2,961	2,961	35,527	36,430	38,006
Housing	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Health</b>													
<b>Economic and environmental services</b>													
Planning and development	1,870	1,870	1,870	1,870	1,870	1,870	1,870	1,870	1,870	1,870	22,444	23,308	24,025
Road transport	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	14,493	15,265	16,262
Environmental protection	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Trading services</b>													
Energy sources	—	—	—	—	—	—	—	—	—	—	—	—	—
Water management	—	—	—	—	—	—	—	—	—	—	—	—	—
Waste water management	—	—	—	—	—	—	—	—	—	—	—	—	—
Waste management	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Other</b>	798	798	798	798	798	798	798	798	798	798	9,580	8,411	8,736
<b>Total Expenditure - Functional</b>	<b>13,828</b>	<b>165,935</b>	<b>169,787</b>	<b>176,929</b>									
<b>Surplus/(Deficit) before assoc.</b>	<b>(1,840)</b>	<b>(22,081)</b>	<b>(19,972)</b>	<b>(20,499)</b>									
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>(1,840)</b>	<b>(22,081)</b>	<b>(19,972)</b>	<b>(20,499)</b>								

## 13. SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

Component 3 of MFMA Circular 13 requires non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. The quarterly projections in the SDBIP must be consistent with the annual performance agreements of the municipal manager and senior managers so that they can be held accountable for performance in line with the SDBIP, budget and IDP.

This is the upper service delivery and performance indicators and targets that will cover all institutional departments. The commonly shared KPIs will be report as Institutional KPIs and will be reported as such. The following are the 7 Departments of Waterberg District Municipality operate with.

Departments:

1. Budget and Treasury Office
2. Office of the Municipal Manager
3. Corporate Support & shared Services
4. Planning & Economic Development
5. Infrastructure Development
6. Executive support
7. Social Development & Community Services

### 13.1 INSTITUTIONAL SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2019-2020	Annual Target 2020-2021	Annual Target 2021-2022	Evidence
				2018/19	1							
1. Spatial rationale	To coordinate spatial transformation	Integrated Planning	Number of Highly rated IDP	1	N/A	N/A	N/A	1 highly rated IDP	1 highly rated IDP	1 highly rated IDP	CoGHSTA IDP report	

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2019-2020	Annual Target 2020-2021	Annual Target 2021-2022	Evidence
2. Spatial rationale	To coordinate spatial transformation	Integrated Planning	Number of IDP adopted by council by 31 May 2020	1/1	N/A	N/A	1 Draft IDP 31 March 2020	1 Final IDP 31 May 2020	1	1	1	Council resolution
3. Spatial rationale	To facilitate access and transform land and rural tourism development	Integrated planning	Number of DMPT Meeting	-	1	1	1	1	4	4	4	Invitation Agenda Minutes Attendance register
4. Basic service delivery	To preserve and protect natural resources and promote public health	Municipal Health	Number of Food outlets issued with certificate of compliance	New	10	10	10	10	40	40	40	Signed copies of certificates
5. Basic service delivery	To coordinate and monitor social and infrastructure development for the provision and access to services.	Municipal health	Number of permitted land fill site monitored	5/8	2	2	2	2	8	8	8	Reports
6. Financial management and viability	To effectively manage finances and resource mobilisation.	Expenditure Management	% Operating budget variance in terms of SDBIP	20,31%	10%	10%	10%	10%	10%	10%	10%	Annexure B Financial Report

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2019-2020	Annual Target 2020-2021	Annual Target 2021-2022	Evidence
7. Financial management and viability	To effectively manage finances and resource mobilisation.	Expenditure Management	% Capital budget variance in terms of SDBIP	14%	10%	10%	10%	10%	10%	10%	10%	Annexure C
8. Financial management and viability	To effectively manage finances and resource mobilisation.	Reporting	Number of section 71 MFMA report submitted within timeframe	12/12	3	3	3	3	12	12	12	Submission letters or email
9. Local Economic Development	To create a conducive environment for radical economic development.	Economic development	Number LED forum meeting held	4	1	1	1	1	4	4	4	Attendance register, Agenda, Minutes and invitations
10. Local Economic Development	To create a conducive environment for radical economic development.	Economic development	% of LED forums resolutions implemented	100% 9/9	100%	100%	100%	100%	100%	100%	100%	LED resolution register
11. Good Governance and Public Participation	To develop and implement integrated management & governance systems	Monitoring and Evaluation	Number of section 72 Report Mid-year Budget and performance Report submitted by 25 January 2020	1/1 25/01/2019	N/A	N/A	1	N/A	1	1	1	Submission letter or acknowledgement letter

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2019-2020	Annual Target 2020-2021	Annual Target 2021-2022	Evidence
12. Good Governance and Public Participation	To develop and implement integrated management & governance systems	Monitoring and Evaluation	Number of Submission of Annual Performance Report and AFS by 31 August 2019.	1/1	1	N/A	N/A	N/A	1	1	1	Submission letter or acknowledgement letter
13. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	AG -Audit outcome/Opinion	Qualified	N/A	Unqualified	N/A	N/A	Unqualified	Unqualified	Unqualified	Audit opinion
14. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% AG material audit queries resolved	100% 32/32	N/A	20%	60%	100%	100%	100%	100%	Audit action plan
15. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% Identified risk resolved within timeframes as specified in risk plan	50% 9/18	25%	50%	75%	100%	100%	100%	100%	Risk register
16. Good Governance and Public Participation	To develop and implement integrated	Auditing	% of internal audit findings resolved	70% 14/20	25%	50%	75%	100%	100%	100%	100%	Internal audit action plan

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2019-2020	Annual Target 2020-2021	Annual Target 2021-2022	Evidence
	management and governance systems											
17. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Number of Audit committee meetings held	4	1	1	1	1	4	4	4	Minutes and Attendance register
18. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	% of Audit Committee recommendations implemented	83% 5/6	100%	100%	100%	100%	100%	100%	100%	Audit Committee recommendations
19. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	% Council resolutions implemented within timeframes	88.29% 83/94	100%	100%	100%	100%	100%	100%	100%	Council resolutions implemented register
20. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Public Participation	Number of IDP Representative Forum meetings convened	4/4	1	1	1	1	4	4	4	Invitation, Agenda, minutes & attendance register

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2019-2020	Annual Target 2020-2021	Annual Target 2021-2022	Evidence register
21. Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	% of MPAC resolutions implemented	100% 6/6	100%	100%	100%	100%	100%	100%	100%	Resolution register
22. Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Oversight report approved by council by 31 march 2020	1	N/A	N/A	1	N/A	1	1	1	Council resolution
23. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	Number of Senior Management with signed Performance Agreements	6	6	N/A	N/A	N/A	6	6	6	Agreements
24. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Capacity building and Training (HRD)	Number of officials and Councillors capacitated in terms of the workplace skills plan by end June 2020	21	10	10	10	10	40	40	40	Attendance registers
25. Transformation and Organisational Development	To Improve, attract, develop and retain best human capital	Occupational Health and Safety	Number of OHS Committee meetings held by 30 June 2020	New	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	4 OHS meetings	4 OHS meetings	4 OHS meetings	Attendance registers

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Annual Target 2019-2020	Annual Target 2020-2021	Annual Target 2021-2022	Evidence
26. Transformation and Organisational Development	To improve Administration and Governance Capacity	Information and Communication Technology	Number of ICT Steering Committee Meeting Held	4	1	1	1	1	4	4	4	Transformation and Organisational Development
27. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Organisational Development	Number of approved SDBIP by the Executive Mayor by 28 June 2020	100% 15 June 2018	N/A	N/A	N/A	1 approved SDBIP	1 approved SDBIP	1 approved SDBIP	1 approved SDBIP	Approved SDBIP
28. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	Number of Annual Performance evaluation conducted	0/1	N/A	N/A	N/A	1	1	1	1	Attendance register
29. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	% of Annual report (sec 121) adopted & submitted to MEC by 31 March 2020	100% 28 March 2019	N/A	N/A	N/A	100% Approval of final AR 2017/18	100%	100%	100%	Council resolution & submission letter
30. Transformation and Organisational Development	To improve Administration and Governance Capacity	Legal Services	Number of litigation reports compiled and submitted to council by 30 June 2020	2	1	1	1	1	4	4	4	Litigation Reports with Council Resolution
31. Transformation and Organisational Development	To improve Administration and Governance Capacity	Human Resource Management	Number of LLF meetings held by end June 2020	4	1	1	1	1	1	4	4	Attendance register Minutes

## 14. DETAILED CAPITAL WORKS PLAN

A detailed capital works plan is required to ensure sufficient detail to measure and monitor delivery of infrastructure projects.

A summary of capital projects for each responsible manager, by vote must be provided showing quarterly projections for performance in relation to implementing capital projects. The projects, funded by both the operational and capital budget components, indicating quarterly milestones are indicated below:

No.	Dept.	Project name	2019/20 IDP Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						% Prog.	Milestone						
1.	SDCS	Stack Monitoring Equipment	300 000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
2.	SDCS	Instant Sampling Kits for food and water	800 000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
3.	SDCS	Renovation of Bela-Bela Fire Station	1 750 000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
4.	SDCS	Review of the Waterberg Disaster and Risk Management Plan	500 000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
5.	SDCS	Humanitarian Relief Materials	600 000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
6.	PED	Agricultural Development	300,000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
7.	PED	SMME Development	100,000	01/07/2019	30/06/2020	1	Program	2	Program	3	Program	4	Program
8.	PED	Tourism Development	450,000	01/07/2019	30/06/2020	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation

No.	Dept.	Project name	2019/20 IDP Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
9.	PED	Review of SDF	350,000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Completion
10.	PED	LED Coordination	100,000	01/07/2019	30/06/2020	25%	Program	50%	Program	75%	Program	100%	Program
11.	ID	Road Asset Management System	2,259,000	01/07/2019	30/06/2020	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation
12.	ID	Planning, Design, Documentation, Refurbishment and Monitoring of WDM	1,028,000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Completion
13.	CSS	IT Equipment	500,000	01/07/2019	30/06/2020	25%	Implementation	50%	Implementation	75%	Implementation	100%	Implementation
14.	CSS	Council Pool Cars - Procurement of Fleet	5,000,000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
15.	CSS	Office Furniture	250,000	01/07/2019	30/06/2020	25%	Procure	50%	Procure	100%	Implementation	-	-
16.	CSS	Fleet Management System	250,000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
17.	CSS	Disaster Recovery Centre	1,000,000	01/07/2019	30/06/2020	25%	Tender process	50%	Awarding	75%	Implementation	100%	Implementation
18.	ES	District IDP public participation Programme – Executive Mayor	1,836,700	01/07/2019	30/06/2020	25%	Program 1 <sup>st</sup> Quarter	50%	Program 2 <sup>nd</sup> Quarter	75%	Program 3 <sup>rd</sup> Quarter	100%	Program 4 <sup>th</sup> Quarter
19.	OMM	District IDP strategic planning Programme	336,640	01/07/2019	30/06/2020	25%	Approval of 2020/21 Framework/process plan	50%	Analysis phase	75%	Tabling of Draft 2020/21 IDP	100%	Approval of 2020/21 IDP

### 13. PROJECT WORKS PLAN - 2019/20 IDP EXPENDITURE BY MONTH

Dpt	PROJECT NAME	2018/19		2019/20		PROJECTED EXPENDITURE - YEAR TO DATE											
		Roll over Budget	Budget	July	August	September	October	November	December	January	February	March	April	May	June		
<b>Municipal Health &amp; Environmental Management</b>																	
SDCS	Stack Monitoring Equipment	-	300 000	-	-	75 000	-	-	75 000	-	-	75 000	-	-	300 000		
SDCS	Instant Sampling Kits for food and water	-	500 000	-	-	125 000	-	-	125 000	-	-	125 000	-	-	800 000		
SDCS	Renovation of Bela-Bela Fire Station	-	1 750 000	-	-	437 500	-	-	437 500	-	-	437 500	-	-	1 000 000		
SDCS	Review of the Waterberg Disaster and Risk Management Plan	-	500 000	-	-	125 000	-	-	125 000	-	-	125 000	-	-	250 000		
SDCS	Humanitarian Relief Materials	-	600 000	-	-	150 000	-	-	150 000	-	-	150 000	-	-	600 000		
<b>Local Economic Development</b>																	
PED	Agricultural Development	-	300,000	-	-	75 000	-	-	75 000	-	-	75 000	-	-	300,000		
PED	SMME Development	-	100,000	-	-	25 000	-	-	25 000	-	-	25 000	-	-	100,000		
PED	Tourism Development	-	450,000	-	-	112 500	-	-	112 500	-	-	112 500	-	-	450,000		
PED	Development of Functional GIS	-	250 000	-	-	62 500	-	-	62 500	-	-	62 500	-	-	250 000		
PED	Review of SDF	-	100,000	-	-	25 000	-	-	25 000	-	-	25 000	-	-	100,000		

PED	LED Coordination	-	100,000	-	-	25 000	-	-	25 000	-	-	25 000	-	-	100,000
<b>Roads &amp; Storm Water</b>															
ID	Road Asset Management System		2,259,000	-	-	564 750	-	-	564 750	-	-	564 750	-	-	2,259,000
ID	Planning, Design, Documentation, Refurbishment and Monitoring of WDM		1,028,000	-	-	257 000	-	-	257 000	-	-	257 000	-	-	1,028,000
<b>Municipal support &amp; institutional Development</b>															
CSS	Local Government Financial Management Grant		1,000 000	-	-	250 000	-	-	250 000	-	-	250 000	-	-	1000 000
CSS	IT Equipment		500,000	-	-	125 000	-	-	125 000	-	-	125 000	-	-	500,000
CSS	Council Pool Cars - Procurement of Fleet		-	5,000 000	-	1 250 000	-	-	1 250 000	-	-	1 250 000	-	-	5,000 000
CSS	Office Furniture		-	250,000	-	62 500	-	-	62 500	-	-	62 500	-	-	250,000
CSS	Fleet Management System		-	250,000	-	62 500	-	-	62 500	-	-	62 500	-	-	250,000
CSS	Disaster Recovery Centre		-	1,000,000	-	250 000	-	-	250 000	-	-	250 000	-	-	1,000,000
<b>Community Participation &amp; Good Governance</b>															
ES	District IDP Public Participation Programme - EM		-	1,836,700	-	459 175	-	-	459 175	-	-	459 175	-	-	1,836,700
OM	District IDP Process Manager		-	336,640	-	84 160	-	-	84 160	-	-	84 160	-	-	336,640

<b>TOTAL</b>	<b>17 410 340</b>	<b>46 025 85</b>	<b>46 025 85</b>	<b>46 025 85</b>	<b>17 410 340</b>
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## 12. CONCLUSION

The municipality was able to successfully integrate the IDP, the Budget and the SDBIP since they were tabled at the same time. All the Senior Management should be evaluated and monitored on the implementation of the SDBIP which comprises largely of Key Performance Indicators and projects on a quarterly basis. Having regard to sustaining the unqualified opinion or improve to clean audit, performance information should also be audited. Legislative reports in the form of Mid-year Budget and Performance Assessment and the Annual Report are heavily informed by the consistent and monitoring of an SDBIP.

The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the Executive Mayor and Municipal manager to be proactive and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.